

**NOTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
REGIONAL COUNCIL RETREAT**

March 23, 2005
MAG Office, Saguaro Room
Phoenix, Arizona

MEMBERS ATTENDING

Mayor Keno Hawker, Mesa, Chair	* Supervisor Don Stapley, Maricopa County
Vice Mayor Paul Faith for Mayor Woody Thomas, Litchfield Park, Vice Chair	Councilmember Jini Simpson for
Mayor Douglas Coleman, Apache Junction	Mayor Ron Clarke, Paradise Valley
Councilmember Marie Lopez-Rogers for	Mayor John Keegan, Peoria
Mayor Ron Drake, Avondale	Councilmember Peggy Bilsten for
* Mayor Dusty Hull, Buckeye	Mayor Phil Gordon, Phoenix
* Mayor Edward Morgan, Carefree	Mayor Wendy Feldman-Kerr, Queen Creek
* Vice Mayor Ralph Mozilo, Cave Creek	* President Joni Ramos, Salt River
Mayor Boyd Dunn, Chandler	Pima-Maricopa Indian Community
Mayor Fred Waterman, El Mirage	Mayor Mary Manross, Scottsdale
* President Raphael Bear, Fort McDowell	Mayor Joan Shafer, Surprise
Yavapai Nation	Vice Mayor Mark Mitchell for
Mayor Wally Nichols, Fountain Hills	Mayor Hugh Hallman, Tempe
* Mayor Chris Riggs, Gila Bend	* Mayor Adolfo Gamez, Tolleson
* Governor Richard Narcia, Gila River Indian Community	* Mayor Ron Badowski, Wickenburg
Mayor Steven Berman, Gilbert	Mayor Bryan Hackbarth, Youngtown
Mayor Elaine Scruggs, Glendale	* Rusty Gant, ADOT
Mayor James M. Cavanaugh, Goodyear	* Joe Lane, ADOT
Vice Mayor Frank Vacaneri, Guadalupe	F. Rockne Arnett, Citizens Transportation Oversight Committee

* Those members neither present nor represented by proxy.

Attended by telephone conference call.

+ Attended by videoconference call.

1. **Call to Order**

The Annual Retreat of the Regional Council was called to order by Regional Council Chair Keno Hawker at 4:40 p.m.

2. **Welcome and Overview**

Chair Hawker stated that the Annual Retreat is a time set aside each year to reflect on where we are, what is ahead, and what we can do strategically as a group to impact the future. Chair Hawker provided

an overview of the agenda that included the growth impacts and challenges for the West Valley, Central Valley and East Valley, an examination of the transportation roles, responsibilities and challenges, and the Human Services needs we face as a region, followed by an opportunity for input and discussion.

- The passage of Proposition 400 helped lay the foundation for the next 20 years of growth for Maricopa County. However, a much broader view of the growth happening not only in our region, but well beyond our county borders is needed.
- The Census Bureau identifies a metropolitan statistical area as one or more counties with an urbanized area of 50,000 people or more. There are five metropolitan statistical areas in Arizona, totaling 4.5 million people. These areas have grown 41 percent from 1990 to 2000. Areas with an urban cluster of 10,000 people or more are identified as micropolitan statistical areas. These areas, totaling 400,000 people, have grown by 37 percent from 1990 to 2000. Maricopa County represents 60 percent of the state's population and 71 percent of the sales tax in Arizona.
- To visually understand how statewide growth is impacting Maricopa County, the MAG staff, working with the other Councils of Governments (COGS) analyzed the land ownership patterns in Arizona
- In order to determine the extent and pattern of potential future growth, MAG reviewed land ownership for the 114,000 square miles of Arizona: private land, state lands, BLM land, Indian Communities, forest and park lands, and military bases.
- Undevelopable lands were taken out of the equation: 3,000 square miles of military lands and 28,000 square miles of forests, parks and national monuments. In addition, 30,000 square miles of Indian Communities and 19,000 square miles of BLM lands were removed from the equation because they will be developed slowly at very low densities. This leaves 15,000 square miles of State Trust Lands and 20,000 square miles of private land, which accounts for 31 percent of the total land area in Arizona.
- Privately owned lands near other developed lands generally receive the largest proportion of growth and are expected to build out the fastest, with residential densities near other developed lands higher than other areas.
- Using the land ownership information and census information, maps were developed showing the state in 2000 at just over five million people; in 2010, with a projected population of more than 7 million; in 2020, with a population of nearly 10 million; in 2030, with just under 12 million people; in 2040, with approximately 14 million people; and in 2050, when the population is expected to be 16 million -- three times our current number. At buildout, the state could reach 35 million people, more than twice the population seen here in 2050.
- The 2050 map showed continued pattern of growth along US 93 and I-40, and the importance of current and future transportation corridors.

- Population change is composed of the natural increase in population (births minus deaths), domestic (state-to-state) migration, and international migration. Currently, approximately 30 percent of all growth in Arizona is made up of natural increase. That share is going to increase dramatically in the years ahead, with international migration staying fairly constant and domestic migration falling off.
- Over the next 15 years, we are going to be “growing” more and more Arizonans, providing us the opportunity in the very near term to develop a greater sense of community. This trend will last through about 2025.
- Arizona is now about one-third minority. This minority will become a majority around 2025 and climb to more than 60 percent by 2050. The Hispanic population is anticipated to increase from 1.3 million to 7.5 million or 47 percent of the Arizona population, by 2050. The absolute number of “Other Minority” increases from a half-million today to about 2.5 million in 2050.
- Although the percentage of Whites decreased, in absolute numbers it will increase from 3.3 million today to 6 million in 2050.
- By 2030, 22 percent of new jobs will be health-care or social-assistance related, likely due to the increasing need for health services related to aging baby boomers, along with the increase in population.
- Eighteen percent of new jobs will be in local and state government. The top six industries by job growth account for 84 percent of all job growth between 2000 and 2030.
- Arizona is approaching a “tipping point” of growth. The tipping point is that point at which the momentum changes, such as when water hits the boiling point or a line on a graph shoots straight up.
- To get a handle on this growth, the Regional Council Chair has requested that staff, working with the Arizona COG Directors Association, arrange a growth summit, with regional elected officials coming together to better understand our future challenges. This will enable us to expand our dialogue to our neighboring counties and the state and compete globally.
- MAG staff is working with the Governor’s Office to address how Arizona is anticipating future growth. Support is urged for Governor Napolitano issuing an Executive Order to establish a Task Force to ensure that the “best practices” for projecting and addressing growth are implemented in Arizona.
- The Indian Communities and open space help in a large part to shape the region, since development is directed around and outside of these areas.
- New construction from 1990 to 1993 focused primarily along Loop 101 in both the West Valley and in the Northeast Valley. In the East Valley, Ahwatukee, Gilbert and Mesa picked up a large portion of the growth. During that period, 62,000 new housing units were built.

- Between 1994 and 1997, the growth was beginning to move outward, especially in the East Valley. The growth in this period included another 134,000 housing units.
- Between 1998 and 2001, growth expanded in all directions. This growth amounted to an additional 168,000 housing units.
- Since 2002, growth not only expanded outward, but areas of the region closer to the central city are re-emerging as hot spots of growth. In just the last three years, these areas have added 125,000 new units and is on target to be the highest growth ever.
- Existing job centers account for 937,000 employees, 57 percent of the total employment in the county.
- Major planned and proposed developments will account for another 655,000 housing units, or 1.6 million people once they are built. In all active, planned and proposed developments, one million units have yet to be built.
- Future job centers to support this growth will support 1.1 million more employees, 61 percent of all the employment in the region.
- In the MAG Region, the industries benefiting from job growth are nearly identical to those in the rest of Arizona, with the same six top industries. Health Care and Social Assistance accounts for more than one out of every four new jobs, while state and local government accounts for another 15 percent of new jobs. These six industries account for 85 percent of all new jobs in the region.

3. Growth Impacts & Challenges

Mayor James Cavanaugh provided a presentation on growth in the West Valley and displayed maps of new developments.

- Four West Valley cities, Buckeye, Glendale, Goodyear, and Surprise, will see their populations grow to more than 300,000 by 2030.
- By 2030, the West Valley will have one-third of the population in Maricopa County. This represents about 49 percent of the total population growth between 2000 and 2030, and 70 percent of the total population growth between 2020 and 2030 in the Valley.
- By 2030, the West Valley will supply one in four jobs in Maricopa County. The West Valley employment will account for 41 percent of the employment growth from 2000 to 2030, and 57 percent of the employment growth from 2020 to 2030.
- Construction on the West Wing development in North Peoria just south of Lake Pleasant at around Jomax Road, began in 2002. When complete, there will be approximately 1,700 housing units.

- The Verrado development, located in the foothills of the White Tank Mountains in Buckeye, has 13,000 planned units. Verrado is a community-style development. The purpose of a community-style development is to have residential, employment and recreation all located together.
- The Estrella Mountain Ranch development in Goodyear will have 65,000 housing units, and commercial, employment, and open space.
- The West Valley is experiencing development pressures not only from the outlying areas in Maricopa County, such as Gila Bend and Wickenburg, but also from Pinal County. There is a need for transportation connectivity between the two areas.

Joy Mee, Assistant Planning Manager for the City of Phoenix, gave a presentation on future challenges and opportunities in the Central Valley that will have a continued impact on the economic growth of Phoenix.

- The Central Valley will also be seeing its share of growth, especially in far north Phoenix as well as in redevelopment areas downtown. The Central Valley is the Phoenix Municipal Planning Area.
- Phoenix will continue to be a major player in the MAG Region. Even by 2030, the Phoenix area will have a continuing share of one-third of both the population and employment in the county.
- The far North Valley, north of Loop 101 along I-17, includes residential development, such as Anthem, commercial land, and employment centers with additional opportunities for growth.
- The planned Loop 303 will serve the residential and employment centers west of I-17.
- The Desert Ridge development north of Loop 101 includes the mall area and new residential developments surrounding it.
- The City of Phoenix is also experiencing a surge of redevelopment. Residential growth in the downtown area is primarily infill development.
- One of the most significant contributors to the renaissance of downtown will be the light rail system, where redevelopment and employment opportunities, including shopping malls, government offices, sports facilities, cultural amenities, T-Gen, the ASU downtown center, and the new downtown hotel, will exist along its corridors. Housing is also being planned and constructed around the light rail corridor.
- Growth is occurring just north of South Mountain Park and the future light rail corridor. This opportunity corridor along Washington Street has more available land in the heart of downtown than in any peer city.
- After implementation of the Regional Transportation Plan, the light rail corridor will connect the Valley, whether one lives or works in the West Valley, Phoenix or the East Valley.

Mayor Wendy Feldman-Kerr addressed the Council on growth in the East Valley, Carefree and Cave Creek in the north, wrapping down to the Gila River Indian Community in the south.

- Much of the growth impacting the East Valley is coming from outside Maricopa County.
- From 2000-2030, the percentage of new population and employment in the Maricopa County portion of the East Valley will decline. However, with Pinal County growth factored into the equation, the East Valley combined with Pinal County will remain at about 40 percent of both the population and employment in the area.
- New residential development continues in the East Valley.
- The Scottsdale Airpark area has seen continued development. The Scottsdale Airpark job center is one of the largest in Maricopa County, with 2,300 businesses currently providing about 45,000 jobs.
- New residential development in the East Valley includes Power Ranch in Gilbert and Sossaman Estates in Queen Creek. In 2004, 2,000 of the 7,400 units have already been built in Power Ranch, and 10 percent of the 2,100 units have been built in Sossaman Estates.
- Much of the development pressures coming from northern Pinal County are really just extensions of the growth from Maricopa County.
- The metropolitan planning area boundary for transportation is required to include the air quality nonattainment areas. Growth has a significant impact on air quality, and it is fortunate that Apache Junction is a MAG member agency and that their transportation projects are included in the MAG transportation plans.
- New development is also taking place south of the Gila River Indian Community that impacts not only the East and West Valleys, but the entire region.
- The MOVE ARIZONA Long Range Transportation Plan identified proposed transportation corridors in Pinal County. The State Transportation Board has directed ADOT to develop studies to examine the need for each of the proposed corridors, its ability to accommodate future growth, and the performance impacts of each corridor on other regional and state roads.
- MAG is working closely with Pinal County on the socioeconomic data ultimately to be used in air quality and transportation planning. Good relationships with our neighboring counties are essential for successfully addressing regional issues that cross jurisdictional boundaries.

4. Transportation Roles, Responsibilities and Challenges

Mayor Mary Manross addressed the Council on MAG's transportation roles and responsibilities and challenges for FY 2006.

- MAG is responsible for the approvals of Regional Transportation Plan and TIP amendments, project advancements, and material cost changes; issuing an Annual Report on the status of the projects funded by the sales tax; and performing and approving an air quality conformity analysis for the TIP and Plan.
- MAG challenges for FY 2006 include approval of the Arterial Life Cycle Program Policies and the 20-year program; considering requests by MAG member agencies to advance transportation projects with funding provided by the member agencies; advancing the entire freeway, street and transit programs if additional program revenue occurs; supporting MAG technical transportation and air quality modeling; establishing a performance monitoring process; and providing comprehensive Annual Report on the implementation status of the RTP.

Mayor Boyd Dunn, Valley Metro/RPTA Board Member, addressed the Council on the agency's roles and responsibilities and challenges for FY 2006.

- Valley Metro/RPTA is responsible for the financial accountability of the \$100 million per year Public Transportation Fund; and approvals of a 20-year Transit Life Cycle Program, contracts and intergovernmental agreements for regional transit service, the Five-Year Transit Capital and Operations Program, and enhancements to the Regional Public Transportation Program.
- Challenges for Valley Metro/RPTA in FY 2006 include the transition of the Valley Metro/RPTA agency to deliver the projects identified in the Regional Transportation Plan, the establishment of policies to transition local rates into regional rates for service; approval of the Transit Life Cycle Program Policies and 20-year program; and development of a financial plan to implement the Transit Life Cycle Program.

Rick Simonetta, Chief Executive Officer for Valley Metro Rail, provided an overview of the agency's roles and responsibilities and challenges for FY 2006.

- Valley Metro Rail is responsible for the implementation of the 20-mile starter segment of the METRO light rail system; the implementation of the METRO light rail plan as included in the Regional Transportation Plan, the development of the Light Rail Component of the Transit Life Cycle Program for the RPTA; and working with the RPTA on financing for the light rail portion of the Transit Life Cycle Program.
- Challenges for Valley Metro Rail in FY 2006 include completing the Alternatives Analysis and DEIS on the Metrocenter extension; beginning Light Rail System Configuration Study; working with the RPTA on financing for the light rail portion of the Transit Life Cycle Program; working with ADOT on light rail issues regarding crossing I-17 and on alignment issues for the West I-10 corridor; and providing input to MAG on light rail performance and monitoring.

Matt Ortega, State Engineer for the Arizona Department of Transportation, addressed the Council on ADOT's transportation roles and responsibilities and challenges for FY 2006.

- ADOT's responsibilities include developing and approving the 20-year Regional Freeway Life Cycle Program; performing engineering and environmental analysis to prepare freeway corridors for development; implementing the Regional Freeway Program; ensuring financial accountability for the Regional Area Road Fund; approving the Five-Year Freeway/Highway Program, updating projections of sales tax and HURF revenues; and implementing the Casa Grande Resolves.
- Challenges for ADOT during FY 2006 include approval of the 20-year Regional Freeway System Life Cycle Program; completion of EIS for the South Mountain Freeway; Begin scoping and environmental assessments on I-10 West improvements and I-10 South improvements; a collector distributor system for the I-10 Broadway Curve; initiate the I-10 Reliever Study; finish the Williams Gateway Corridor Study; and complete the Design Concept Report/Environmental Assessment for Loop 303.

5. Human Services

Amy St. Peter, MAG Human Services Manager, provided an overview of human services activities and challenges.

- Human services is a key element to creating quality communities.
- The MAG Human Services Coordinating Committee, with input from the MAG Human Services Technical Committee, develops an annual Human Services Plan. The Human Services Plan is a unique opportunity to plan policy in response to community input and to influence how millions of dollars should be spent on human services.
- Through a special relationship with the Department of Economic Security (DES), the MAG Human Services Coordinating Committee and the MAG Human Services Technical Committee are able to influence funding and community initiatives by recommending more than \$4 million in social service program allocations. The funded services are targeted to helping people maintain self-sufficiency, to strengthen families, and to prevent the neglect or abuse of children, elderly people and those with disabilities. The Human Services Coordinating Committee conducts public hearings to fully involve the community in these funding recommendations.
- The MAG Human Services Coordinating Committee and the MAG Human Services Technical Committee target specific areas such as aging services and data collection for more intensive research and planning. Community partners include Virginia G. Piper Charitable Trust, Arizona State University and Valley of the Sun United Way.
- The challenge for the MAG Human Services Coordinating Committee and the MAG Human Services Technical Committee is to update the Human Services Plan to address block grant recommendations, as well as provide the direction and focus needed by cities and towns.
- There are many positive activities going on in our communities in terms of addressing the needs of youth and elderly people. Efforts to coordinate those actions and maximize resources are needed.

- The Regional Domestic Violence Council developed the Regional Domestic Violence Plan in 1999 and recently published a five-year report card gauging the progress made to date. The Council's efforts have raised awareness and increased support for victims and the agencies serving them. The subcommittees for the Council are charged with facilitating initiatives in areas such as health care, victim services, children who have witnessed domestic violence.
- The Regional Domestic Violence Council has helped to raise more than \$300,000 over the past two years through the annual Walk to End Domestic Violence.
- Challenges for the Domestic Violence Council include conducting a study that will determine the unduplicated number of people needing domestic violence shelter. This study will also map out the needs and available resources. This information will be used to develop a regional economic case statement for domestic violence. This will show the cost effectiveness of prevention as opposed to emergency services.
- Housing affordability is an opportunity to plan for the future through economic development and public policy. Increasing housing affordability will make our cities and towns more attractive for investment and relocation.
- Statistics indicate that households at greatest risk for homelessness are those whose rent is 35 percent or more of household income.
- The Regional Continuum of Care Committee on Homelessness prepares homeless assistance applications, which have brought more than \$86 million to the Maricopa Region. This funding ensures that the most vulnerable people will have a chance to rebuild their lives. As they stabilize, people become productive employees, responsible neighbors and assets to the community.
- The Regional Continuum of Care Committee on Homelessness implements the Regional Plan to End Homelessness. This plan has garnered national attention for its focus on prevention and helping homeless families move from the streets to self-sufficiency.
- Regional Continuum of Care Committee on Homelessness coordinates a year-round planning process with the business sector, faith-based organizations, elected officials and homeless service providers.
- The challenge for the Regional Continuum of Care Committee on Homelessness will be implementing a statewide evaluation project that will objectively and systematically track progress by homeless people and homeless programs. The project will identify best practices and offer technical assistance to help determine if money is being spent on programs that work and to strengthen the services available. The project will be implemented statewide and offer a powerful tool for data collection and outcome measurement.

Mayor Manross asked the status of the implementation of the statewide evaluation project. Ms. St. Peter replied that the project is getting close to implementation and is anticipated this summer. She said that

work continued on the project for two and one-half years to ensure it is statistically reliable and valid. She said that outcome training of non-profit agencies had just begun. Training for member agencies will begin within the next couple of months.

6. Wrap-up

Chairman Hawker stated that he was pleased with the statewide map and MAG's efforts to collect data. He expressed that he hoped MAG could reach out to those areas that will impact the Phoenix metropolitan area and work cooperatively with them. Chairman Hawker stated that he had suggested support for the Governor's Executive Order to take a look at population growth and get an accurate picture of the impacts. Chairman Hawker remarked that a statewide examination of where population growth will occur is needed. He expressed his appreciation for going far into the future with the projections.

Chairman Hawker asked the relationship with the COGs and who could take on this task statewide. Mr. Smith replied that there are six other COGs and some smaller MPOs statewide. He said that one step would be to start the discussion and show them the maps. Mr. Smith advised that at some point, the project would need to be handed off to a state agency. Mr. Smith noted that there is no longer a state office of economic planning and development. He stated that staff hoped the Governor's Executive Order would look at best practices in other states. Mr. Smith stated that a credible populations projection technique is needed statewide. He pointed out that the maps shown at the retreat showed only a few developed gateway routes into the region, which are needed to support economic growth. Mr. Smith stated that this was somewhat addressed in the ADOT long range plan, but did not go further because it was based on out-of-date DES projections.

Chairman Hawker stated that Mesa is hosting the League of Arizona Cities and Towns Conference. He suggested that this could be presented to the mayors in the rest of the state in an effort to get everyone to collect the same data using a common methodology.

Chairman Hawker asked the status of the Governor's Executive Order. Mr. Smith replied that the Executive Order is in progress, and added that staff met with DES and the Governor's office. Mr. Smith commented that the inadequacy of Pinal County projections was the impetus for the Executive Order.

Mayor Manross stated that a statewide office of economic development and planning is needed. She asked about planning coordination with the three larger Indian nations in the MAG Region. It was noted that President Bear and Governor Narcia are Regional Council members and Jacob Moore from the Salt River-Pima Maricopa Indian Community is a Transportation Policy Committee member. Mr. Smith stated that it is fortunate to have the three Indian Communities as MAG member agencies. He stated that the Salt River Pima-Maricopa Indian Community invited MAG to see its conceptual plan along Loop 101.